



# **Strategic Plan**

## Report to the British Orienteering Federation

December 2016  
Member and public publication

# Introduction

## This report provides British Orienteering with practical and relevant content for a Strategic Plan

### Background and objectives

- The British Orienteering Federation ("British Orienteering") is the national governing body for the sport of orienteering in the United Kingdom. The federation was founded in 1967, and is a member of the International Orienteering Federation ("IOF").
- British Orienteering currently has c.10,800 members, having seen a 92% increase in the total number of participant runs since 2010. Of particular note has been the success of the Xplorer programme, with participation numbers (some participating more than once) increasing from c.27,500 to c.48,000 in the last two years alone.

### Existing British Orienteering objectives

British Orienteering's existing objectives, as stated in the Strategic Plan 2012-2020, are summarised below:

- *An orienteer-centred approach to the sport's development*
- *Streamlined programmes that increase participation, build sustainable international success, and increase inclusiveness and accessibility*
- *Effective delivery against the Government's agenda*
- *A participant pathway based on Long Term Athlete Development principles*
- *A sport valuing and investing heavily in volunteers, and striving to become financially self-sufficient*
- *A sport that supports clubs to be more community aware, family friendly and environmentally friendly*

### Assumptions - Membership

- Orienteering is a mixed economy of members, frequent participants, ad hoc participants and infrequent participants. Without the volunteers that come from within the membership, orienteering as a competitive sport would decay. Maintaining and increasing membership underpins the future development of orienteering in the UK in human resource and funding terms. As important as membership is it is an ancillary objective rather than a direct objective of the plan; members are key to the delivery of the plan and the strategic objectives that lie within the plan. To be clear, whilst there is little mention of membership within the plan, the significance of membership is assumed.



# Current situation

The review of documentation and one-to-one consultations provided invaluable material in helping assess the current situation

## Background

- British Orienteering has a membership of c.10,800, with a roughly 60:40 male to female ratio. 60% of members fall into 40+ age classifications, with just 10% of members aged between 20 and 34.
- Revenue was c.£1.6m for the year ended 31 December 2015, a 49% rise on the prior year. This increase was mainly driven by income derived from the World Orienteering Championships ("WOC") in 2015 of £475,000. Other key revenue components include grant income from Sport England and Sport Northern Ireland of £645,000, membership and participation levy income of £180,000, and income from events of £225,000.
- British Orienteering has a Board of ten Directors including the CEO. Three of the Directors are independents, and six are member-elected. All consultees provided positive assessments of governance at British Orienteering, with emphasis placed on the strength provided by the presence of independents on the Board.
- The organisation is currently financially sustainable, having generated a small profit in 2015 and held significant cash reserves of £660,000. However, with grant income from Sport England accounting for c.35% of total revenue, the potential for any future reductions in funding needs to be managed carefully to ensure the fruition of the strategic objectives laid out in this document.

## Overview

- The sport of orienteering continues to be perceived as a sport for all ages offering good value for money. The sport benefits from a large number of experienced and committed volunteers which are essential to its ongoing operation.
- In terms of international performance, Great Britain enjoyed several top 6 places at both the World Orienteering Championships ("WOC") and Junior World Orienteering Championships ("JWOC") in 2015, while the number of British finishers in the top 20 at WOC was the highest ever at 11.
- Participation figures have benefitted from the successful introduction of the Xplorer programme, which is seen as a key vehicle for introducing children and families to a simplified format of the sport, as well as enhancing the geographical range and overall number of participation activities.
- Urban orienteering is another fast-growing format of the sport, as demonstrated by the IOF's decision to host 'Sprint WOCs' in urban terrain in alternate years from 2019, enabling orienteering to be brought to major cities around the world. This format is seen as an opportunity to attract under-represented demographics such as students and young adults.
- The strong level of governance exhibited by British Orienteering was highlighted by all consultees as a major attribute of the organisation, with the perception that British Orienteering is committed to doing the right thing for the sport and its members.

# Current situation

## Agreement on the approach to demographic challenges, communications and funding are all important considerations for British Orienteering

### Key issues

Several key issues became apparent during consultations covering a wide range of matters.

- The nature of the sport's age classification structure places focus on the limited representation of young adults, especially in the 20-34 age range, from both a participation and volunteering perspective. There is awareness that while this is not a problem specific to the sport of orienteering, strategies need to be implemented to encourage new generations of orienteers to take up the sport to mitigate against the risk of future decline.
- The mechanisms of how communications from British Orienteering filter down to the grass roots of the sport is an area that most consultees felt required attention. Digital and social media were highlighted as under-utilised channels that would greatly benefit engagement and collaborative thinking between British Orienteering and the wider orienteering community.
- Many consultees felt that British Orienteering is inhibited in what it is able to deliver due to a lack of resources and funding. A key part of the strategy is therefore to ensure that objectives are realistic and achievable, as well as considering alternative methods of revenue generation to support British Orienteering's aspirations.
- Steering Groups, Committees and Work Groups are perceived to do good jobs in their oversight of specific areas of the sport. However, the existing structure of Steering Groups, Committees and Work Groups is not felt to work as effectively as it might due to a lack of coordination between the Groups and low levels of engagement with clubs, members and associations.
- While there was no suggestion that British Orienteering has a pressing need to leave its current head office location in Matlock, a major city location alongside other National Governing Bodies would potentially allow for shared resource and knowledge, as well as making British Orienteering a more attractive proposition to future employees and partners.
- It was felt that regional representation within the sport should be reviewed to determine how it could be better utilised, particularly in considering how clubs and associations work together under the leadership and guidance of British Orienteering to deliver orienteering across the UK.

# Current situation – orienteering in the UK - SWOT analysis

Both the sport of orienteering and British Orienteering have been assessed due to the important linkages between the two in relation to British Orienteering's strategy

Strengths of orienteering in the UK	Weaknesses of orienteering in the UK
A sport for all ages due to the age classification system, with the opportunity to compete to a high level much longer than for many other sports	An ageing pool of participants and volunteers, with low levels of representation amongst young adults and lower socio-economic groups
Low cost of entry compared to a number of other sports, with little equipment needed to participate	Dominance of older, higher socio-economic groups makes it challenging to promote and market the sport to other potential demographics
Supported by a large number of skilled and dedicated volunteers	Reliance on older volunteers is not sustainable; pathway needs improvement to encourage younger volunteers
Attractive to young families, a sport that can pass down through generations	Short and 'B' courses are perceived as not competitive enough and contribute to the "age gap" of under-represented young adult groups seen amongst participants
High quality, technical orienteering competitions and courses in safe and secure environments	Transition from participation in alternative formats of the sport (e.g. Xplorer) to competition and ultimately club membership is poor
Opportunities for orienteering in the UK	Threats to orienteering in the UK
Alternative formats of the sport, such as Xplorer and the <i>Red Bull Robin Hood</i> event, can provide platforms to showcase the sport and improve the image of orienteering via partner affiliation	Access to and availability of terrain on which to participate is a challenge due to an increasing tendency for landowners to charge, environmental protection issues, deforestation, landowner liability and insurance
Urban orienteering, especially when combined with technology, could prove an attractive proposition for the target young adult demographic	Ageing demographic of participants and volunteers poses a risk to the sport continuing to operate in its current format
By gaining more prominence through better communication channels in their regions, clubs can turn more participants into members	Volunteers need to be provided with recognition if they are to be relied upon to ensure continued service in future
Increased availability of 'pay and play' participation options alongside traditional orienteering activities may provide more opportunities to increase participation and overall interest levels	New formats of the sport need to be clearly marketed and managed to ensure they do not hinder the image and perception of the sport
	Resistance to change across some sections of the sport's participants and volunteers needs to be carefully managed alongside any initiatives offering different forms of orienteering

# Current situation - British Orienteering - SWOT analysis

There are a number of opportunities for British Orienteering, although threats are also in evidence and will need appropriate attention

Strengths of British Orienteering (BOF)	Weaknesses of British Orienteering (BOF)
Adheres to strong levels of governance and accountability – seen as a model for other smaller NGBs to follow	Board perceived by some as not fully representative of the wide diversity of the orienteering community
Board demonstrates thorough knowledge and strong leadership	Projects mainly delivered at the behest of funders rather than for the benefit of the sport, as the organisation is not financially self-sufficient enough to act completely independently
Staffed by committed, dedicated and hard-working individuals	Whilst lack of resource would be given as an issue for most NGBs, there is a perception that the organisation's marketing and communications is significantly under-resourced, with the sport's image being affected as a result
Both day-to-day operations and specific projects and initiatives carried out efficiently due to limited resource	Communications, specifically engagement with clubs and the wider orienteering community, seen as an area for improvement
Holds a large amount of valuable data on the sports participants via central database	
Opportunities for British Orienteering (BOF)	Threats to British Orienteering (BOF)
Although the market is small, commercial partnerships should continue to be considered to increase revenues and enhance image – Red Bull event shows there is an interest in orienteering type events from major brands	Financial sustainability continues to be an area of concern, and will very much effect what British Orienteering can deliver as part of the Strategic Plan
Sale of navigation expertise and data, potentially partnering with technology equipment providers	Without appropriate Board succession planning British Orienteering may lose the quality of leadership currently enjoyed
Use of orienteering as a tool for personal development, e.g. corporate away days	Any move to become more commercially focussed may alienate some sections of the membership
Technological innovation pitches to funding partners, e.g. further research into the market for "virtual orienteering"	The organisation is seen by some as an unnecessary layer of bureaucracy, and without improvements to communications via club/member engagement this may continue
Decreasing reliance on public funding, thus providing freedom to focus solely on the needs of the sport	Location of British Orienteering head office may inhibit the organisation in attracting skilled Board members and staff

# Strategic Plan

The British Orienteering strategy focusses on what is needed to develop and safeguard the sport

## Vision

*Orienteering is the 'go to' outdoor sport for people wanting to test themselves physically and mentally*

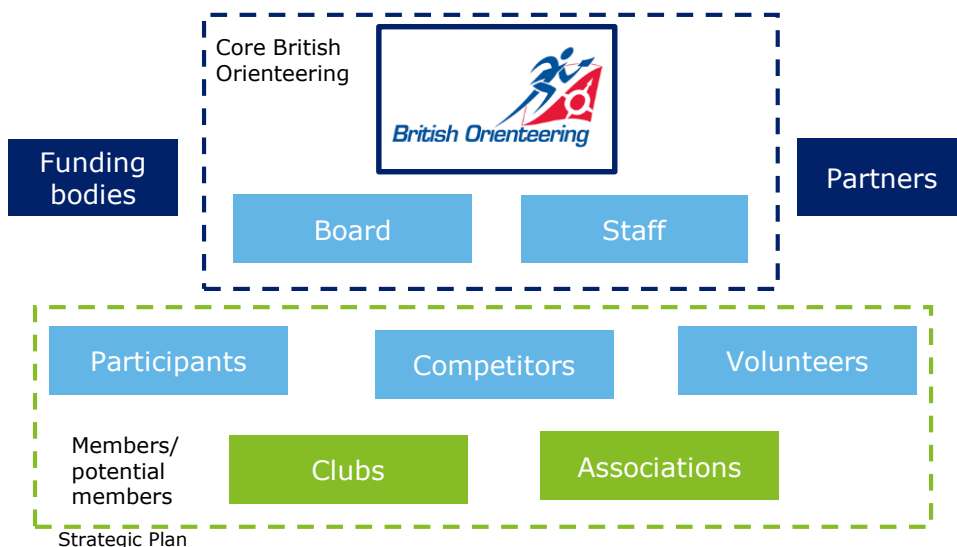
## Mission

*To lead, govern, promote and develop orienteering in the UK*

## Values

- Respect
- Fairness
- Collaboration
- Integrity
- Excellence
- Diversity and Inclusiveness
- Transparency

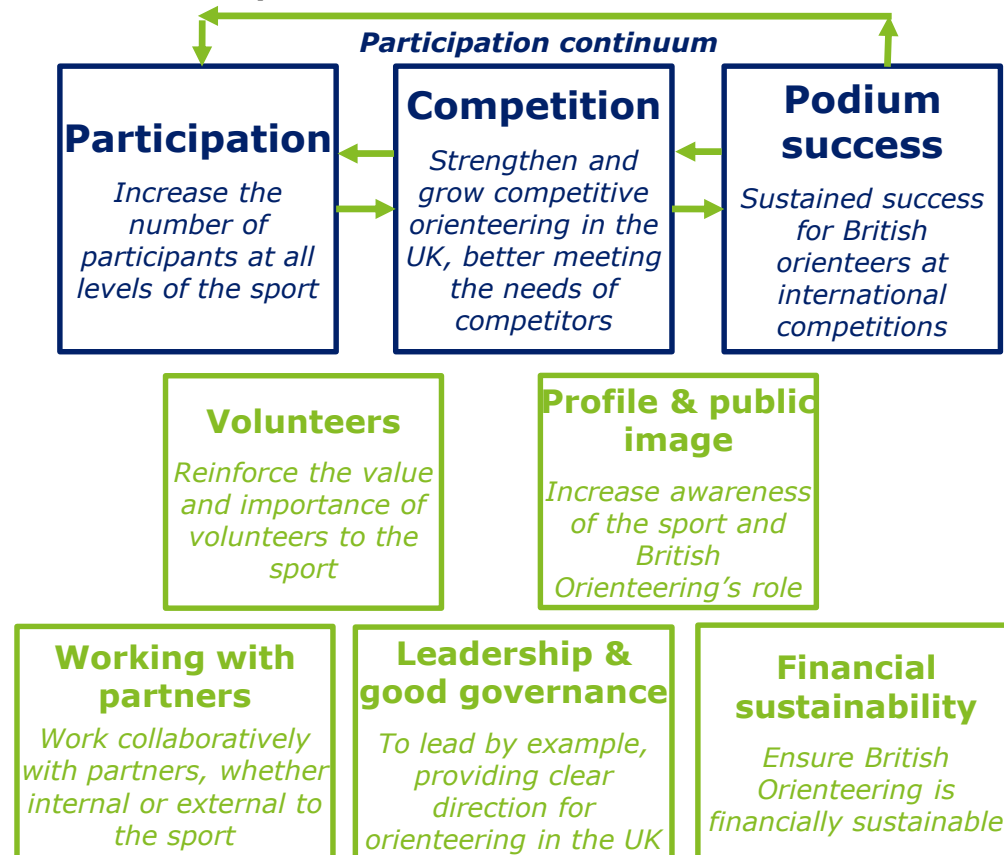
## Stakeholders



## Strategic objectives

The strategic objectives are based around the three focus programmes of **Participation**, **Competition** and **Podium success** (collectively termed the "Participation continuum").

These focus programmes are supported by the Underpinning Programmes of **Volunteers**; **Profile & public image**; **Working with partners**; **Leadership & good governance** and **Financial sustainability**



# Summary of priorities

The table below sets out a potential top ten objectives from within the Strategic Plan that British Orienteering should consider prioritising

	Programme	Objective
1.3	Participation	<i>Offer support and advice to clubs to promote the sport to new participants</i>
2.3	Competition	<i>Ensure competitions are available for competitors of all abilities in a simple to understand hierarchy</i>
2.4	Competition	<i>Support clubs, to the extent they require, in putting on competitive orienteering events</i>
3.1	Podium success	<i>Continue to support the Orienteering Development Pathway ("ODP")</i>
4.1	Volunteers	<i>Implement a formal recognition scheme for all volunteers to reward them and show that British Orienteering is appreciative of their efforts</i>
5.6	Profile & public image	<i>Ensure a specific social media communications policy is in place – including good practice for clubs and associations</i>
6.1	Working with partners	<i>Pursue targeted campaigns for those commercial organisations demonstrating an interest in orienteering activities and/or events</i>
7.4	Leadership & good governance	<i>Ensure succession planning for Board members and Senior Executives in place</i>
7.8	Leadership & good governance	<i>Effectively disseminate news from the Board and leadership</i>
8.2	Financial sustainability	<i>Revise funding model so that the core business (of an NGB representing interests of members, external partners and the sport) is self-funded</i>



# Summary of risks

The table below provides an assessment of the top ten risks facing British Orienteering, and the strategic objectives that attempt to mitigate them

	Programme	Risk	Mitigation
1	Financial sustainability	<i>Financial sustainability is threatened by possible reductions in future Sport England funding</i>	8.1, 8.2, 8.3
2	Participation	<i>Ageing pool of participants and volunteers poses threat to long term sustainability of the sport</i>	1.2, 1.7, 5.2
3	Leadership & good governance	<i>Communication (or lack of) may inhibit knowledge of, and delivery of, strategic priorities within British Orienteering</i>	1.1, 5.5, 7.8
4	Profile & public image	<i>Public perception of the brand could be damaging to future ambitions without improvements in marketing and social/digital media use</i>	5.6, 5.7
5	Volunteers	<i>Member resistance to change may impede strategic objectives</i>	4.2, 4.3, 7.8
6	Financial sustainability	<i>British Orienteering resourcing inhibits what can be achieved, e.g. lack of commercial experience and resource within British Orienteering may inhibit commercial revenue opportunities</i>	5.1, 5.9
7	Volunteers	<i>Volunteer and steering group priorities may not be aligned with British Orienteering strategic outcomes</i>	4.1, 4.2, 4.3, 7.6
8	Profile & public image	<i>Without improvements to communications via club/member engagement, British Orienteering may be undervalued by the wider orienteering community</i>	1.1, 5.5, 7.8
9	Competition	<i>Access to, and availability of, terrain on which to participate may inhibit competition opportunities</i>	2.4
10	Leadership & good governance	<i>Without appropriate Board succession planning British Orienteering may lose the required quality of leadership</i>	7.4

# Objectives

For each programme, a master KPI has been documented, followed by actions related to the strategic objectives which are categorised as:

- **RETAIN** – practices currently taking place and which should continue to do so
- **MODIFY** – changes to existing practices that will better help meet strategic objectives
- **NEW** – new actions not currently taking place

These objectives are designed to also form the Implementation Plan as part of the Sport England HPNGB process. As the process suggests some key objectives have been highlighted on page 10 which may be considered as priorities by British Orienteering as it implements the Strategic Plan

## FOCUS PROGRAMME: Participation

**AIM: Increase the number of participants at all levels of the sport**

**Master KPI: Total number of participants p.a.**

	Strategic objective	Actions	Ref.	Performance measure	Timescale
1.1	<b>MODIFY:</b> Acknowledgement throughout the organisation that participation in introductory activities can be the first step on a continuum towards a lifelong participation and involvement in orienteering	<ul style="list-style-type: none"> <li>• Ensure message regularly filtered down to members, clubs and associations via regular communication channels (Focus magazine, website etc.) as well as via new 'regional workshops' (see objective 7.8)</li> <li>• Possible dissemination via diagrammatic representation e.g. participation continuum on p.9</li> </ul>	1.1.1	<ul style="list-style-type: none"> <li>• Message included in all regular communication channels</li> </ul>	Short term (action immediately)
1.2	<b>RETAIN:</b> Develop and promote introductory versions of the sport that are still rooted in traditional orienteering (e.g. Xplorer)	<ul style="list-style-type: none"> <li>• Continue to promote Xplorer, supporting those staff members involved in Local Authority delivery on the ground</li> <li>• Statistics on Xplorer participation (and any other introductory levels of the sport) to be reported to Board at every quarterly meeting</li> </ul>	1.2.1	<ul style="list-style-type: none"> <li>• Number of participants in introductory level competition</li> </ul>	Short term (continue)
		<ul style="list-style-type: none"> <li>• Investigate ability to capture details of all Xplorer participants from Local Authorities. If possible, use follow-up communications (every 3 months) to keep participants engaged and on the 'participation continuum', hopefully leading to club/British Orienteering membership and competition</li> </ul>	1.2.2	<ul style="list-style-type: none"> <li>• Database of contact details of all participants in place</li> <li>• All participants to be contacted every 3 months post registration</li> </ul>	Medium term (by 2018)
1.3	<b>MODIFY:</b> Offer support and advice to clubs to promote the sport to new participants	<ul style="list-style-type: none"> <li>• Improve club engagement and alignment with strategic objectives – all clubs and associations to be regularly contacted by British Orienteering staff (in person or by telephone), separate to regional workshops, to discuss their needs and offer any resources available to increase participation in their locality</li> </ul>	1.3.1	<ul style="list-style-type: none"> <li>• All 108 clubs (89 open clubs) and 13 associations to be contacted at least once p.a.</li> </ul>	Short term (from 2017)
Strategic Plan				British Orienteering- Strategic Plan	

# Objectives

## FOCUS PROGRAMME: Participation

**AIM:** Increase the number of participants at all levels of the sport

**Master KPI:** Total number of participants p.a.

	Strategic objective	Actions	Ref.	Performance measure	Timescale
1.4	<b>MODIFY:</b> Use links with education providers to target new participants	<ul style="list-style-type: none"> <li>Clubs to be offered written guidance on approaching local schools/colleges/universities, including capturing parent/family participants</li> </ul>	1.4.1	<ul style="list-style-type: none"> <li>All clubs provided with written guidance, mentioned in annual contact (see objective 1.3)</li> </ul>	Short term (from 2017)
		<ul style="list-style-type: none"> <li>BUCS to be approached regarding possible partnership re university participation</li> </ul>	1.4.2	<ul style="list-style-type: none"> <li>BUCS contacted</li> </ul>	Short term (by 2017)
1.5	<b>RETAIN:</b> Support the Recognised Centre Scheme and partnerships with suppliers of outdoor activities	<ul style="list-style-type: none"> <li>Continue to support the Scheme, including via the appointment of advisors to implement it</li> <li>Target the addition of further centres in future</li> </ul>	1.5.1	<ul style="list-style-type: none"> <li>10 recognised centres and 25 in total</li> </ul>	Long term (by 2020)
		<ul style="list-style-type: none"> <li>Through regular contact with the Centres (and possible future Centres) seek to enter into formal partnerships with other suppliers of outdoor pursuits</li> </ul>	1.5.2	<ul style="list-style-type: none"> <li>Regular contact with outdoor pursuit suppliers</li> </ul>	Short term (continue)
1.6	<b>RETAIN:</b> Continue to support promotion of POC ("Permanent Orienteering Courses")	<ul style="list-style-type: none"> <li>Maintain facility whereby permanent course maps available to download from the British Orienteering website</li> <li>Ensure this facility is publicised to clubs and that all POC within their locality are publicised accordingly</li> </ul>	1.6.1	<ul style="list-style-type: none"> <li>Facility to remain on website, maps of all POCs in GB to be available</li> </ul>	Short term (continue)
1.7	<b>MODIFY:</b> Use marketing campaigns targeted at both core and under-represented demographic groups	<ul style="list-style-type: none"> <li>Use demographic insight data on participants to specifically target i) those groups most likely to become orienteers but also ii) those groups currently under-represented in the sport in the UK</li> <li>Ensure demographic participant data communicated fully with clubs, members and associations</li> </ul>	1.7.1	<ul style="list-style-type: none"> <li>Evidence of more targeted campaigning</li> <li>Increase in membership numbers in targeted demographic groups</li> </ul>	Short term (from 2017)
1.8	<b>NEW:</b> Trial more commercial versions of the sport	<ul style="list-style-type: none"> <li>Working with a selection of supportive clubs help them to develop commercial versions of the sport, providing a format that is still accepted as traditional orienteering</li> <li>To appeal to non-orienteers/non-members</li> </ul>	1.8.1	<ul style="list-style-type: none"> <li>'Pay and play' options available in every region by 2020</li> </ul>	Long term (by 2020)

# Objectives

## FOCUS PROGRAMME: Competition

**AIM: Strengthen and grow competitive orienteering in the UK, better meeting the needs of competitors**

**Master KPI: Number of competitions (defined as those events categorised A-D) and number of competitive runs p.a.**

	Strategic objective	Actions	Ref.	Performance measure	Timescale
2.1	<b>RETAIN:</b> Maintain a comprehensive events database detailing all competitions (those categorised A-D) and activities	<ul style="list-style-type: none"> <li>Ensure website listing all competitions and activities is regularly updated and accurate</li> <li>Ensure processes in place so that clubs can easily add and update their events</li> <li>Training of club fixtures secretaries to use more descriptive language to support their fixtures and events</li> </ul>	2.1.1	<ul style="list-style-type: none"> <li>Events database on website maintained</li> </ul>	Short term (continue)
2.2	<b>MODIFY:</b> Develop and communicate a clear pathway linking participation (introductory level activities) to competition	<ul style="list-style-type: none"> <li>Linked to objective 1.1, ensure this pathway or continuum is regularly communicated to members, clubs and associations via regular channels</li> <li>Engender consistency and alignment between clubs regarding how they integrate participants into competition</li> </ul>	2.2.1	<ul style="list-style-type: none"> <li>Message included in all regular communication channels</li> </ul>	Short term (action immediately)
2.3	<b>MODIFY:</b> Ensure competitions are available for competitors of all abilities in a simple to understand hierarchy	<ul style="list-style-type: none"> <li>Present the existing A-D event categories in an easier-to-understand 'pyramid' format</li> <li>Hierarchy to be represented graphically (using pyramid) on British Orienteering communication related to competition</li> <li>Ensure event categorisation is adhered to so that 'pyramid' structure is maintained</li> </ul>	2.3.1	<ul style="list-style-type: none"> <li>Number of categorised events follows 'D &gt; C &gt; B &gt; A' pattern</li> </ul>	Short term (by 2017)
2.4	<b>MODIFY:</b> Support clubs, to the extent they require, in putting on competitive orienteering events	<ul style="list-style-type: none"> <li>Linked to objective 1.3, clubs to be offered support and guidance (toolkits etc.), to the extent they require, in staging events</li> <li>Toolkits and resources on staging events to continue to be made available to all clubs on website</li> </ul>	2.4.1	<ul style="list-style-type: none"> <li>All clubs provided with guidance as they require when contacted annually (see objective 1.3)</li> </ul>	Short term (from 2017)
		<ul style="list-style-type: none"> <li>Actively encourage clubs to stage more frequent, local competitions, including 'pay and play' options</li> <li>Emphasis to be placed on linking participation and continuum in staging of events</li> </ul>	2.4.2	<ul style="list-style-type: none"> <li>As above, specific guidance on 'pay and play' options to be included in annual contact with clubs</li> </ul>	Short term (from 2017)
		<ul style="list-style-type: none"> <li>Board to demonstrate support of clubs by attendance at events, to be seen as interested in the sport and visible to membership</li> </ul>	2.4.3	<ul style="list-style-type: none"> <li>All Board members to attend a minimum of two events p.a.</li> </ul>	Short term (from 2017)



# Objectives

## FOCUS PROGRAMME: Competition

**AIM:** Strengthen and grow competitive orienteering in the UK, better meeting the needs of competitors

**Master KPI:** Number of competitions (defined as those events categorised A-D) and number of competitive runs p.a.

	Strategic objective	Actions	Ref.	Performance measure	Timescale
2.5	<b>MODIFY:</b> Investigate, and where appropriate develop, competition in other forms of the sport that are still considered orienteering and may provide commercial opportunities	<ul style="list-style-type: none"> <li>Set up, or incorporate into an existing committee/working group, an 'Innovation' sub-group specifically tasked with this objective (see objective 7.6 re committees and working groups)</li> <li>To regularly report to Board (minimum twice a year) with findings and recommendations</li> </ul>	2.5.1	<ul style="list-style-type: none"> <li>Innovation group reports to Board twice p.a.</li> </ul>	Medium term (by 2018)
2.6	<b>RETAIN:</b> Continue to develop and support the UK Orienteering League ("UKOL")	<ul style="list-style-type: none"> <li>Ensure UKOL is a meaningful competition, promoted nationally to the extent resources allow, that engenders competition and helps drive podium success</li> </ul>	2.6.1	<ul style="list-style-type: none"> <li>Number of competitors and participant satisfaction ratings re quality and reputation of events</li> </ul>	Long term (by 2020)
2.7	<b>RETAIN:</b> Actively look to host major international orienteering events in the UK	<ul style="list-style-type: none"> <li>Update Major Events Strategy (last version November 2009)</li> </ul>	2.7.1	<ul style="list-style-type: none"> <li>New strategy in place and approved by Board</li> </ul>	Medium term (by 2018)
		<ul style="list-style-type: none"> <li>Consideration of partnerships with event management organisations for the 'out of forest' aspects of major orienteering events</li> </ul>	2.7.2	<ul style="list-style-type: none"> <li>Event management organisations consulted with</li> </ul>	Medium term (by 2018)

# Objectives

## FOCUS PROGRAMME: Podium success

**AIM:** Sustained success for British orienteers at international competitions, the pinnacle being the World Orienteering Championships ("WOC") and Junior World Orienteering Championships ("JWOC")

**Master KPI:** Medals and top 10 places at WOC and JWOC

	Strategic objective	Actions	Ref.	Performance measure	Timescale
3.1	<b>RETAIN:</b> Continue to support the Orienteering Development Pathway ("ODP")	<ul style="list-style-type: none"> <li>Embed the ODP as an elite 'end-point' to the whole 'Participation-Competition-Podium Success' continuum</li> <li>ODP regularly explained to membership (clubs, members, associations) regularly via usual communication channels</li> <li>Reinforce that whilst all international/elite level competitions are important, the pinnacle is WOC/JWOC</li> </ul>	3.1.1	<ul style="list-style-type: none"> <li>ODP references in British Orienteering communications</li> </ul>	Short term (continue)
		<ul style="list-style-type: none"> <li>Learn from the leading orienteering nations (e.g. Scandinavia, Switzerland) in development of elite athletes including via training camps/reconnaissance visits as appropriate</li> </ul>	3.1.2	<ul style="list-style-type: none"> <li>Judgement of elite level British Orienteering staff</li> </ul>	Long term (by 2020)
		<ul style="list-style-type: none"> <li>Ensure realistic but challenging targets are set for all GB internationals at junior and senior level</li> </ul>	3.1.3	<ul style="list-style-type: none"> <li>Judgement of elite level British Orienteering staff</li> </ul>	Short term (continue)
3.2	<b>RETAIN:</b> Ensure a thorough talent identification procedure is in place	<ul style="list-style-type: none"> <li>Talent identification to take place at all levels of the sport and in all regions/home nations</li> </ul>	3.2.1	<ul style="list-style-type: none"> <li>Number of athletes in talent pipeline, and status reporting to Board once per year</li> </ul>	Short term (continue)
		<ul style="list-style-type: none"> <li>Promote regional squads as a stepping stone to international recognition</li> </ul>	3.2.2	<ul style="list-style-type: none"> <li>Number of athletes in talent pipeline, and status reporting to Board once per year</li> </ul>	Medium term (by 2018)
3.3	<b>MODIFY:</b> Continue to support the coaching infrastructure at all levels of the sport	<ul style="list-style-type: none"> <li>Support coaching at all levels of the sport – club and regional – using network of regional staff</li> <li>Ensure all clubs are aware of coach education and development pathway</li> </ul>	3.3.1	<ul style="list-style-type: none"> <li>Number of qualified coaches</li> </ul>	Short term (from 2017)

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## FOCUS PROGRAMME: Podium success

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**Master KPI:** Medals and top 10 places at WOC and JWOC

	Strategic objective	Actions	Ref.	Performance measure	Timescale
3.4	<b>MODIFY:</b> Use the success of the national team to target commercial sponsorship	<ul style="list-style-type: none"><li>• Work to ensure that GB international athletes self-fund their participation in international competition as little as possible</li><li>• Linked to objective 5.4, use international success to then attract commercial partners</li><li>• Partners most likely to be able to provide value in kind offerings to be targeted e.g. kit, transport providers</li></ul>	3.4.1	<ul style="list-style-type: none"><li>• Number of elite level commercial income/partners (see objective 5.4)</li></ul>	Short term (continue)
3.5	<b>RETAIN:</b> Continue to investigate potential offerings to elite athletes from high-performance bodies used by other NGBs	<ul style="list-style-type: none"><li>• Performance staff to regularly investigate potential offerings from organisations such as the English Institute of Sport and other leading sports science institutions</li></ul>	3.5.1	<ul style="list-style-type: none"><li>• Investigation to be carried out regularly by elite level British Orienteering staff</li></ul>	Short term (continue)

# Objectives

The remaining objectives focus on the five underpinning programmes that support the three focus programmes of Participation, Competition and Podium Success. In addition to the **RETAIN/MODIFY/NEW** categorisation, underpinning programmes have been allocated an additional classification in the first column showing either which of the three Focus Programmes they most closely relate to, or if aligned with improving the position of the organisation in its role as NGB for the sport.

**P = Participation; C= Competition; PS = Podium success; O = Organisation**

## UNDERPINNING PROGRAMME: Volunteers

**AIM: Reinforce the value and importance of volunteers to the sport, helping clubs to increase the number of active volunteers**

**Master KPI: Total number of active volunteers p.a.**

		Strategic objective	Actions	Ref.	Performance measure	Timescale
C	4.1	<b>New:</b> Implement a formal recognition scheme for all volunteers to reward them and show that British Orienteering is appreciative of their efforts	<ul style="list-style-type: none"> <li>Building on the Annual awards given to a small number of volunteers, establish a recognition scheme that includes all volunteers</li> <li>Scheme could potentially register volunteer points online (similar to system operated by parkrun), with rewards such as t-shirts (or equivalent) at different milestones e.g. 10/25/50/100 volunteering sessions</li> </ul>	4.1.1	<ul style="list-style-type: none"> <li>Scheme in place</li> <li>Increase number of total volunteers registered by British Orienteering</li> </ul>	Medium term (by 2018)
C	4.2	<b>NEW:</b> Introduce a consistent and simple training programme/ development pathway for all volunteers, supporting clubs in its delivery	<ul style="list-style-type: none"> <li>Role-specific training content produced by British Orienteering to be offered to clubs to deliver to their volunteers</li> <li>To potentially include online CPD (Continuous Professional Development) learning to keep volunteers up to date with any changes to rules and regulations/legislation etc.</li> <li>Training to also be used as a mechanism for disseminating information to clubs via their volunteer pool</li> </ul>	4.2.1	<ul style="list-style-type: none"> <li>Number of volunteers receiving official British Orienteering approved training</li> </ul>	Long term (by 2020)
C	4.3	<b>NEW:</b> Establishment of a network of regional volunteer co-ordinators	<ul style="list-style-type: none"> <li>Engage with clubs and associations to gauge appetite for a regional network of volunteer co-ordinators</li> <li>Potentially one for each region to help clubs work together and best utilise their pool of volunteers</li> <li>Social media (Facebook) could be used to recruit volunteers if needed for specific events</li> </ul>	4.3.1	<ul style="list-style-type: none"> <li>Establishment of volunteer co-ordinators</li> <li>Examples of volunteer pooling for specific events</li> </ul>	Medium term (by 2018)



# Objectives

## UNDERPINNING PROGRAMME: Profile & public image

**AIM:** Increase awareness of the sport and British Orienteering's role within it via efficient, targeted campaigns and activities

**Master KPI:** All media metrics including website visits, press coverage in national media, social media followers

		Strategic objective	Actions	Ref.	Performance measure	Timescale
P	5.1	<b>MODIFY:</b> Use resources and insight data as efficiently as possible, targeting most likely new participants	<ul style="list-style-type: none"> <li>Continue to produce Insight Pack, currently prepared for Sport England, but also produce a Highlights/Exec Summary version each time it is compiled</li> <li>Highlights to be circulated to clubs and associations and made public via the website</li> </ul>	5.1.1	<ul style="list-style-type: none"> <li>'Insight highlights' to be distributed to clubs/associations and posted on website whenever Sport England Insight Pack produced</li> </ul>	Short term (from 2017)
P	5.2	<b>RETAIN:</b> Promote introductory level forms of orienteering (e.g. Xplorer and Schools Xplorer) to core target audiences	<ul style="list-style-type: none"> <li>Marketing and promotional materials tailored to specific groups to be produced and regularly updated (including website)</li> <li>Materials provided to clubs along with ideas for promoting introductory level activities/'Come and Try It' sessions at events where core target audience present e.g. Junior parkrun</li> </ul>	5.2.1	<ul style="list-style-type: none"> <li>Promotional material and ideas made available to clubs and regularly updated</li> </ul>	Short term (continue)
P	5.3	<b>MODIFY:</b> Support clubs in increasing local coverage of the sport	<ul style="list-style-type: none"> <li>Update communications toolkits for clubs to maximise their coverage locally to include social media recommendations (Facebook and Twitter) - information available to download from website</li> <li>To include a communications section as part of agenda for regional club/association workshops (See objective 7.8 in Governance section)</li> </ul>	5.3.1	<ul style="list-style-type: none"> <li>Local communications toolkits to be updated and made available to clubs in 2017</li> </ul>	Short term (from 2017)
PS	5.4	<b>RETAIN:</b> Increase awareness of British success at international competitions	<ul style="list-style-type: none"> <li>Continue to lobby for success by elite British orienteers at WOC/JWOC to receive mainstream national sports coverage</li> <li>Create PA friendly copy on a regular basis and target organisations where there are established contacts e.g. BBC, Sky</li> </ul>	5.4.1	<ul style="list-style-type: none"> <li>Mainstream sports press coverage for GB orienteers at least twice p.a.</li> <li>Overall levels of media coverage (e.g. number of mentions p.a.)</li> </ul>	Short term (continue)
O	5.5	<b>RETAIN:</b> Maintain the production of <i>Focus</i> magazine to its current level of quality, on a cost-effective basis	<ul style="list-style-type: none"> <li>Continued development and evolution of <i>Focus</i> magazine where costs permit, with the intention of retaining as a quarterly publication, with the same level of resource dedicated to it</li> </ul>	5.5.1	<ul style="list-style-type: none"> <li><i>Focus</i> to continue to be produced quarterly</li> </ul>	Short term (continue)

# Objectives

## UNDERPINNING PROGRAMME: Profile & public image

**AIM:** Increase awareness of the sport and British Orienteering's role within it via efficient, targeted campaigns and activities

**Master KPI:** All media metrics including website visits, press coverage in national media, social media followers

		Strategic objective	Actions	Ref.	Performance measure	Timescale
P	5.6	<b>NEW:</b> Ensure a specific social media communications policy is in place – including good practice for clubs and associations	<ul style="list-style-type: none"> <li>Social media policy to be updated regularly, at least on a biennial basis, to ensure reflects the latest advances in digital and social media</li> </ul>	5.6.1	<ul style="list-style-type: none"> <li>Policy to be finalised in 2017 and guidance circulated to all clubs</li> <li>Included as part of club communication toolkits (see objective 5.3 above)</li> </ul>	Short term (from 2017)
O	5.7	<b>NEW:</b> Carry out a rebranding exercise for British Orienteering	<ul style="list-style-type: none"> <li>A rebranding exercise, moving the sport away from an image perceived by some as an insular outdoor pursuit to a modern, physically and mentally challenging activity</li> <li>This may require external expertise, and as such it is recommended that in the shorter term (2017) British Orienteering explore potential agency and PR partners to facilitate this process</li> </ul>	5.7.1	<ul style="list-style-type: none"> <li>Rebranding exercise to be included in future business plans</li> </ul>	Long term (2020+), with explorations beginning in Short term (2017)
O	5.8	<b>New:</b> Develop an online forum with a Facebook discussion page	<ul style="list-style-type: none"> <li>Online forum to be developed based a Facebook discussion page</li> </ul>	5.8.1	<ul style="list-style-type: none"> <li>Facebook discussion page active</li> </ul>	Short term (by 2017)
O	5.9	<b>NEW:</b> Offer graduate placements/internships to young professional seeking work experience in sports media/PR	<ul style="list-style-type: none"> <li>Target media courses in local colleges/universities offering placements (length of term TBC) to recruit students seeking experience in sports media/PR</li> <li>If suitable candidates sourced use as an additional resource for Marketing &amp; Communications e.g. help to improve Facebook and/or Twitter profile</li> </ul>	5.9.1	<ul style="list-style-type: none"> <li>Placement in position at some point in 2017</li> </ul>	Short term (from 2017)

# Objectives

## UNDERPINNING PROGRAMME: Working with partners

**AIM:** *Work collaboratively with partners, whether internal or external to the sport, that can help British Orienteering meet its aims and objectives*

**Master KPI:** *Number of productive partnerships with other organisations*

		Strategic objective	Actions	Ref.	Performance measure	Timescale
C	6.1	<b>RETAIN:</b> Pursue targeted campaigns for those commercial organisations demonstrating an interest in orienteering activities and/or events	<ul style="list-style-type: none"> <li>Regularly contact organisations that have shown an interest in supporting orienteering activities and/or events (e.g. Red Bull following the <i>Red Bull Robin Hood</i> 2015 event), offering support and recommendations for future involvement</li> </ul>	6.1.1	<ul style="list-style-type: none"> <li>All organisations contacted minimum of twice p.a.</li> </ul>	Short term (from 2017)
PS	6.2	<b>RETAIN:</b> Investigate specific areas where the elite level of the sport could benefit from partnerships	<ul style="list-style-type: none"> <li>Continue to support Centres of Excellence at Universities in Edinburgh and Sheffield</li> <li>Regularly investigate opportunities for establishment of additional Centres of Excellence in other further education environments</li> </ul>	6.2.1	<ul style="list-style-type: none"> <li>Relationships with two existing Centres of Excellence to be maintained</li> <li>Possible opportunities for future Centres - to be reported to board annually</li> </ul>	Short term (continue)
			<ul style="list-style-type: none"> <li>Elite athlete equipment providers to be regularly targeted including kit, nutrition, etc. (linked to objective 3.4)</li> <li>Other areas where support for elite athletes would be beneficial to be regularly investigated e.g. transport providers, sports science support etc.</li> </ul>	6.2.2	<ul style="list-style-type: none"> <li>Number of partnerships enabling provision of equipment/services to elite athletes (see also objective 3.4)</li> </ul>	Short term (continue)
			<ul style="list-style-type: none"> <li>Elite athletes to be provided with advice on sourcing personal sponsorships e.g. for kit or with local companies, universities or colleges</li> </ul>	6.2.3	<ul style="list-style-type: none"> <li>Minimising level of personal and/or central British Orienteering funding required by elite athletes to represent GB (see also objective 3.4)</li> </ul>	Short term (from 2017)

# Objectives

## UNDERPINNING PROGRAMME: Working with partners

**AIM:** Work collaboratively with partners, whether internal or external to the sport, that can help British Orienteering meet its aims and objectives

**Master KPI:** Number of productive partnerships with other organisations

		Strategic objective	Actions	Ref.	Performance measure	Timescale
O	6.3	<b>NEW:</b> Investigate opportunities for charity partnerships which could generate positive publicity	<ul style="list-style-type: none"> <li>Investigation of charities that could potentially be partnered with, combining resources to promote a specific event</li> <li>Targeting of mass-participation, non-traditional orienteering events most likely initially</li> </ul>	6.3.1	<ul style="list-style-type: none"> <li>Investigation to be conducted and reported back to Board by second half of 2017</li> </ul>	Short term (by mid-2017)
P	6.4	<b>MODIFY:</b> Target specific partnerships for urban orienteering due to the different nature of this version of the sport from 'traditional' rural orienteering	<ul style="list-style-type: none"> <li>Look to build relationships with event delivery partners such as Local Authorities and other public sector bodies e.g. City Councils/County Sports Partnerships to promote urban forms of the sport</li> </ul>	6.4.1	<ul style="list-style-type: none"> <li>To be discussed with LAs delivering Xplorer within next year</li> </ul>	Short term (by 2017)
P	6.5	<b>MODIFY:</b> Investigate possibilities of formal partnerships with schools and education providers	<ul style="list-style-type: none"> <li>Build on relationships forged with a number of schools via the School Xplorer initiative to develop formal relationships with specific schools/colleges (linked to objective 1.4)</li> <li>To investigate form of recognition e.g. kitemark/'Orienteering school' status</li> </ul>	6.5.1	<ul style="list-style-type: none"> <li>Investigation to be conducted and reported back to Board by second half of 2017</li> </ul>	Short term (by mid-2017)
O	6.6	<b>NEW:</b> Potential technology partners to be targeted, utilising the organisation's navigation and mapping expertise	<ul style="list-style-type: none"> <li>Investigation into potential technology partners focussing on mapping navigation (e.g. Garmin)</li> </ul>	6.6.1	<ul style="list-style-type: none"> <li>Investigation to be conducted and reported back to Board by second half of 2017</li> </ul>	Short term (by mid-2017)



# Objectives

## UNDERPINNING PROGRAMME: Leadership & good governance

**AIM:** To lead by example, providing clear direction for orienteering in the UK, adhering to good governance practice at all times

**Master KPI:** Independent Board members, regular Board self-assessment, UK Sport and Sport England annual reviews

		Strategic objective	Actions	Ref.	Performance measure	Timescale
O	7.1	<b>RETAIN:</b> Independent members to be represented on the Board	<ul style="list-style-type: none"> <li>Individuals with relevant specialisms and experience, but not necessarily from an Orienteering background, to be selected as Board members</li> </ul>	7.1.1	<ul style="list-style-type: none"> <li>Minimum of three independent members to be on the Board at any one time</li> </ul>	Short term (continue)
O	7.2	<b>RETAIN:</b> Ensure Board regularly reviews its composition, role and performance	<ul style="list-style-type: none"> <li>Continue to annually carry out a self-assessment Board effectiveness review using independently prepared criteria</li> <li>Other governance processes that should continue to be carried out include: <ul style="list-style-type: none"> <li>Skills audit</li> <li>Self assurance report and audit</li> </ul> </li> </ul>	7.2.1	<ul style="list-style-type: none"> <li>Existing Board effectiveness review and other good governance practices to be maintained to requirements of funding partners</li> </ul>	Short term (continue)
O	7.3	<b>RETAIN:</b> Ensure risk register is maintained and regularly monitored by the Board	<ul style="list-style-type: none"> <li>Risk register to continue to be maintained and reviewed by the Board on a regular basis</li> </ul>	7.3.1	<ul style="list-style-type: none"> <li>Risk register discussed by Board at every meeting and 'red' items addressed</li> </ul>	Short term (continue)
O	7.4	<b>MODIFY:</b> Ensure succession planning for Board members and Senior Executives in place	<ul style="list-style-type: none"> <li>Review of processes in place for succession planning to be reviewed regularly both by Board and Senior Executives</li> <li>Should incorporate replacement of Board members after three terms and members of senior management team if retirement imminent/departure announced</li> </ul>	7.4.1	<ul style="list-style-type: none"> <li>Succession planning to be added as an item at a minimum of one Board meeting per year</li> </ul>	Short term (from 2017)
O	7.5	<b>RETAIN:</b> Investigate good practice from other leading NGBs and sporting organisations	<ul style="list-style-type: none"> <li>Chief Executive/other members of senior management team as appropriate to attend relevant gatherings of NGBs where examples of good practice shared</li> </ul>	7.5.1	<ul style="list-style-type: none"> <li>Attendance at all relevant meetings for NGBs</li> </ul>	Short term (continue)

# Objectives

## UNDERPINNING PROGRAMME: Leadership & good governance

**AIM:** To lead by example, providing clear direction for orienteering in the UK, adhering to good governance practice at all times

**Master KPI:** Independent Board members, regular Board self-assessment, UK Sport and Sport England annual reviews

		Strategic objective	Actions	Ref.	Performance measure	Timescale
O	7.6	<b>MODIFY:</b> Ensure Steering Groups, Committees and Work Groups are fit for purpose, with structures amended accordingly	<ul style="list-style-type: none"> <li>Board to carry out a review of Steering Group, Committee and Work Group structures to ensure all are required and fit for purpose</li> <li>Terms of membership to be considered for groups where composition has changed little over the last 10 years</li> </ul>	7.6.1	<ul style="list-style-type: none"> <li>Review carried out by end 2017</li> <li>Revised Steering Group/Committee/Work Group structure in place for start of 2018</li> </ul>	Medium term (from 2018)
O	7.7	<b>NEW:</b> Regularly review the location of the headquarters in Matlock	<ul style="list-style-type: none"> <li>Review of options for relocation to a major urban centre (where other NGBs also located) to be carried out every four years unless exceptional circumstances dictate otherwise</li> <li>Study to include high level analysis and investigation into financial and other benefits and costs of relocation (e.g. efficiencies if services shared with other similar organisations)</li> <li>Long term aim of relocation by 2025 if business case suggests it would be beneficial</li> </ul>	7.7.1	<ul style="list-style-type: none"> <li>Review carried out in 2017 and biennially after that</li> </ul>	<p>Medium term (by 2018) for review</p> <p>Long term (by 2025) for relocation</p>
O	7.8	<b>MODIFY:</b> Effectively disseminate news from the Board and leadership	<ul style="list-style-type: none"> <li>Core messaging (e.g. of strategy) to be passed down to clubs and associations, demonstrating the value offered to members and encouraging a sense of common purpose</li> <li>Regional workshops to commence – Board member(s)/senior management team member(s) to present to a regional group of associations/home nations and club representatives.</li> <li>Purpose will be to explain the strategy and direction the organisation is heading in and also encourage sharing of best practice amongst clubs</li> </ul>	7.8.1	<ul style="list-style-type: none"> <li>Workshops to commence in 2017 and carried out annually for all regions</li> </ul>	Short term (from 2017)

# Objectives

## UNDERPINNING PROGRAMME: Financial sustainability

**AIM:** Ensure British Orienteering is financially sustainable for the period to 2025 and beyond, decreasing the reliance on funding if possible

**Master KPI:** Break even, or produce a surplus, whilst also reducing percentage of income from funding year on year

		Strategic objective	Actions	Ref.	Performance measure	Timescale
O	8.1	<b>RETAIN:</b> Regular review of possibilities for increasing revenue from non-funding sources	<ul style="list-style-type: none"> <li>All Board members and Executives to continually be aware of potential opportunities for revenue generation</li> <li>Also covered by specific objectives: <ul style="list-style-type: none"> <li>6.1 (targeted campaigns for commercial organisations)</li> <li>6.6 (navigation technology partners)</li> </ul> </li> </ul>	8.1.1	<ul style="list-style-type: none"> <li>Development of additional revenue streams as circumstances allow</li> </ul>	Short term (continue)
O	8.2	<b>RETAIN:</b> Revise funding model so that the core business (of an NGB representing interests of members, external partners and the sport) is self-funded	<ul style="list-style-type: none"> <li>All core business to be funded using British Orienteering self-generated funds in order to deliver vision and strategic plan</li> <li>Additional income required to come from membership fees, levies, and major events</li> </ul>	8.2.1	<ul style="list-style-type: none"> <li>Core business self-funded (not reliant on funding) from 2017</li> </ul>	Medium term (from 2018)
O	8.3	<b>RETAIN:</b> Focus on those Sport England investment programmes most achievable for the sport to maximise funding received	<ul style="list-style-type: none"> <li>Continue to target the following Sport England investment programmes: <ul style="list-style-type: none"> <li>Tackling inactivity (via Come &amp; Try It events, Xplorer etc.)</li> <li>Children and young people (Xplorer, Schools Xplorer, university sport)</li> <li>Volunteering (including coaching education, event officials training and licensing)</li> <li>Supporting sport's core market</li> </ul> </li> </ul>	8.3.1	<ul style="list-style-type: none"> <li>Sport England funding to be targeted by reference to these four investment areas, success judged by quantum of funding</li> </ul>	Short term (continue)





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